HANDBOOK
for Creative and
Cultural Industries
Professionals

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INTRODUCTION

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The why, who and how of this guide

WHY?

The scope of this handbook is to provide you as a professional working in the Cultural and Creative sector with knowledge, tools, methods, practical advice and resources when developing and upskilling relevant and high-quality competencies. The handbook aims to support and enhance the sustainability and profitability of your activities and foster your professional development as well as the social impact of your work in the community.

The content of the handbook is based on the six CreatEU partners' experience of working with entrepreneurs within the CCI sector. Each chapter in the handbook initially describes an important area of competence and then gives you practical advice in the form of tools and resources to gain support in the development of the competencies.

The handbook is a complementary document to the training and educational platform also developed within the Create EU project.

WHO?

This manual has been developed primarily for professionals within the cultural and creative sector to provide support, tools and advice for developing high-quality competencies. It is also targeting artists and cultural operators and other relevant stakeholders interested in the fields of CCI and education.

It should be seen as complementary information to the training course and the platform developed within the Create EU project.

The manual is structured around 6 chapters each focusing on one competence area.

The chapters focuses on the following competencies:

- Entrepreneurial skills for CCI professionals
- Managerial skills for CCI professionals
- Fundraising and scouting for opportunities for CCI professionals
- Marketing and storytelling for CCI professionals
- Networking skills for CCI professionals

HOW?

The handbook contains information and practical advice developed by the project partners, allowing users to understand and practice the competencies highlighted. Users are invited to read, learn, reflect on and use the information provided.

Training needs detected by the project

Through desk research, online surveys, in-depth interviews and focus groups the partnership has been trying to map the biggest competence needs amongst CCI professionals.

240 people around Euprope, both CCI professionals, experts and stakeholders, participated in these activities and when summarizing the qualitative results and quantitative findings of the abovementioned activities the partnership found 10 competencies marked as most important:
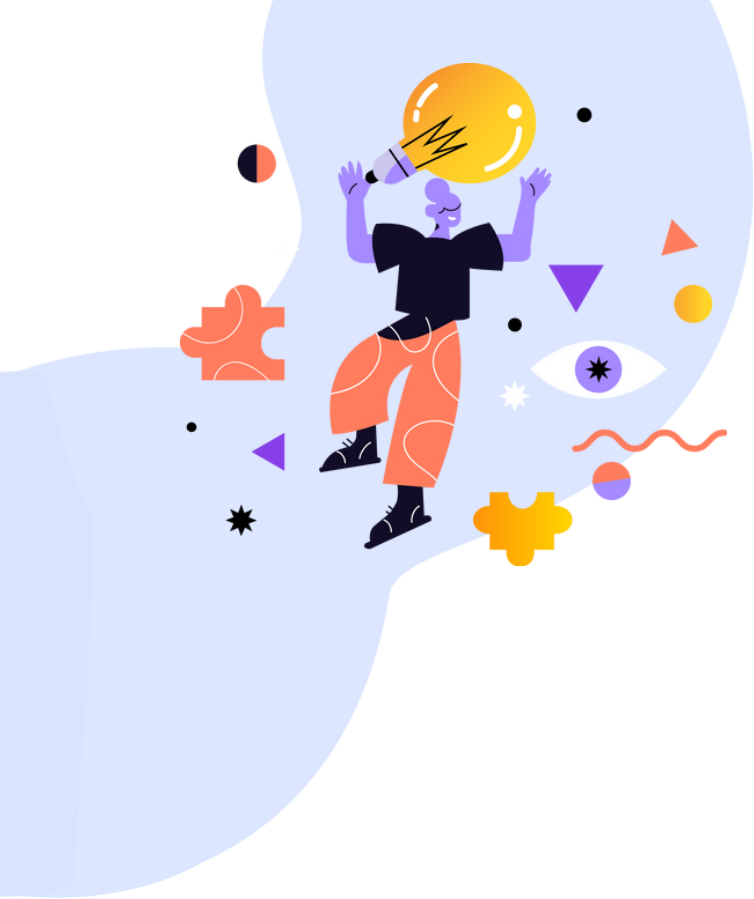
- Creativity (Developing creative, innovative and purposeful ideas)
- Motivation and perseverance (Staying focused and don't give up)
- Learning through experience (Learning by doing)
- Vision (The ability to imagine the future and develop a vision to turn ideas into action)
- Working with others (The ability- willingness to team up, collaborate and network with others)
- Taking the initiative (Take up challenges and follow opportunities)
- Valuing ideas (Recognising the potential of an idea to create value for you or others) Planning & Management (The ability/knowledge to prioritise, organise & follow-up tasks)
- Spotting opportunities (the ability to identify opportunities for creating value)
- Mobilizing resources (Gathering and managing the resources you need)

These 10 competencies became the framework for both the platform, training course and this handbook developed within the project.

The profile of the CCI professionals

A professional within the CCI sector is an individual working in the cultural and creative sector and whose activities are based on cultural values and artistic creative expressions. In this project we are targeting CCI professionals who is also aiming to impact the cultural and creative industries sector at both national and European level and are characterized by a beyond-borders nature and their sustainability cannot be considered on a limited national approach.

CHAPTER 1

FOCUS ON:
Entrepreneurial skills
for CCI professionals

Entrepreneurial skills for CCI professionals

We live in a rapidly changing society where it is essential that everyone has the capacity to act upon opportunities and ideas, work with others, manage dynamic careers and shape the future for the common good. To achieve these goals we need people, teams and organisations with an entrepreneurial mindset in every aspect of life.

As a professional within the CCI sector, you are playing a significant part in the development of a more innovative Europe. Many CCI professionals are struggling with structuring artistic and cultural activities in a more profitable, sustainable and structured way. The upskilling of entrepreneurial skills can be vital for you and your business to be able to create even more value for yourself and society in the future. Below, we focus on the 10 most important entrepreneurial skills identified by CCI professionals around Europe.

Spotting opportunities - The skill to Identify needs and challenges and seize opportunities to create value by exploring the social, cultural and economic landscape.

Creativity - The skill to develop new, better, creative and purposeful solutions to existing and new challenges.

Vision - The skill to visualise future scenarios to help guide effort and action.

Valuing ideas - The skill to recognise the potential of an idea in social, cultural and economic terms and identify suitable ways of making the most out of it.

Motivation & perseverance - The skill to stay focused, be patient and keep trying to achieve your long-term goal.

Mobilising resources - The skill to gather and manage the material, non-material and digital resources needed to turn ideas into action.

Taking the initiative - The skill to initiate processes, act and work independently to achieve goals, stick to intentions and carry out planned tasks.

Planning & Management - The skill to adapt to unforeseen changes as well as prioritise, organise and follow up long-, medium- and short-term goals.

Working with others - The skill to network and work together to co-operate and develop ideas and turn them into action.

Learning through experience - The skill to use any initiative for value creation as a learning opportunity, reflecting and learning from both success and failure (your own and other people's)

Building your team through partnerships

TThe crazy Quilt principle is a principle of the effectual reasoning and focuses on entering into collaborations and partnerships to bring new resources into the project. The founder of the principle Saras Sarasvathy calls the type of partnership for Crazy Quilt because it is characterized by brightly coloured and quirky patterns. The principle of Crazy Quilt emphasizes the value of collaborating with various types of partners who are willing to commit, rather than searching for potential partners who might not be available or motivated.
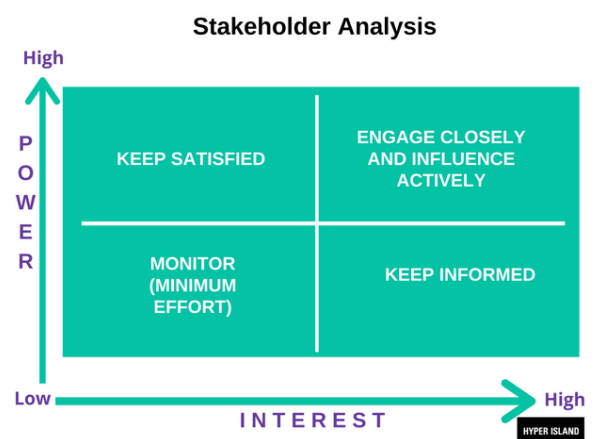
This is also based on the understanding that when engaging with new partners with different and surprising perspectives, one must be open to letting the project change direction as a result of these new partnerships.

Using this principle helps you to identify the partners needed to solve a problem and collaborate with them at appropriate times in the process and adjust the project scope accordingly.

Stakeholder analysis

A stakeholder analysis is especially useful at the beginning of a project. The method is a focused brainstorming on, and analysis of the stakeholders. A stakeholder analysis can help you develop an effective strategy to communicate with those significant people and manage their expectations. It works well both online and face-to-face (ie: by using a physical or virtual whiteboard)

A stakeholder could be a person, an authority, an institution, a business, a union, or a group of people or it could be understood as an actor in an abstract sense. It is an iterative process in which you will find that you might gain an understanding of stakeholders you had not imagined to be stakeholders at first.

Stakeholder Analysis

KEEP SATISFIED	ENGAGE CLOSELY AND INFLUENCE ACTIVELY
MONITOR (MINIMUM EFFORT)	KEEP INFORMED

POWER (High / Low) — INTEREST (Low / High)

You will reflect on the relations between the stakeholders and by doing that, new gaps of knowledge may appear that could be used for developing the focus of the subsequent fieldwork and project.

Stakeholder analysis - approach

https://toolbox.hyperisland.com/stakeholder-analysis

Step 1 - Create a 2x2 Matrix with Power and Interest on the axes as follows:
(Y Axis) Power: a stakeholder's level of influence in the system—how much they can direct or influence a project and other stakeholders. (X Axis) Interest: the degree to which a stakeholder will be affected by the project.

Step 2 - Create a list of stakeholder groups by answering the following questions:
- Who will be impacted by this project?
- Who will be responsible or accountable for the project?
- Who will have decision authority on the project?
- Who can support or obstruct the project?
- Who has been involved in a project like this before?

Step 3 - Prioritise the list, one stakeholder at a time on the grid, based on their relative power and interest

Step 4 - Discuss specific strategies with or for each stakeholder.
Summarize your stakeholders by color-coding them in 3 colors. Advocates & supporters are green, critics are red, and neutral stakeholders are yellow.

LEARNING BOX

Create a Stakeholder Analysis for a new project, role, or idea.
Consider if you are communicating effectively with your stakeholders.
Identify any actions you could take to get the most from your supporters, and how you could win over any critics or blockers

Keep in mind to use both your perceptions and ideas about the stakeholders, but it is also beneficial to look for information online or elsewhere.

Also, this is an iterative process in which you probably will find that you have gained an understanding of stakeholders you had not imagined to be stakeholders at first. Reflect on the relations between the stakeholders and pay attention to new gaps of knowledge that may appear and that can be used for developing the focus of the project/business.

CHAPTER 2

FOCUS ON:
Managerial skills for CCI professionals

Managerial skills for CCI professionals

As an entrepreneur or future entrepreneur within the CCI sector, you should be aware of the importance of management skills. Although this is a very broad topic, which could be approached in several ways, in this chapter we will focus on three skills that can help you prosper as an entrepreneur: self-management, knowing how to manage your motivation and more technical skills such as how to manage your work-flow.

Below is a brief explanation of each of these skills:

1. Self-management is our ability to manage our behaviours, thoughts, and emotions consciously and productively, to be able to stay focused and know how to deal with the workflow. Self-management means that you understand your responsibility in different aspects of your life, and you do what you need to fulfil that responsibility. Effective self-management will help you to avoid stress (the order of the day for any entrepreneur). Stress management is an important part of Self-Management.

2. Managing your motivation: the role of motivation in entrepreneurship is significant. Having a "why" makes us move forward. Motivation helps to shape start-up businesses from the very early stages and can have an impact on sustaining growth and capabilities into the future. Managing your motivation, and keeping it high, will make your project thrive, and not only that, you will motivate others (potential clients, investors, suppliers, and workers) with your idea. When things get complicated, our motivations give us hope, clarity and encourage us to face difficulties.

3. Managing your workflow: the day-to-day life of an entrepreneur means handling many tasks and little time to take care of everything. In addition, you may also find it difficult to separate your work and personal tasks. By organising your work processes, you will surely be able to create a healthier routine - for the company and for you!
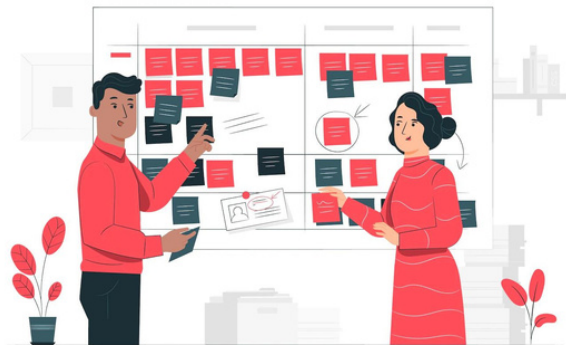
Structuring & visualising

In this section we present some practices that you can carry out, based on the Kanban method, that will help you in the three skills we have presented above. The method will mainly help you to manage your workflow efficiently but it will also have positive repercussions on your self-management as you will reduce stress by having all your tasks organised and scheduled, something that will increase your motivation by having a clear overview of the milestones to achieve and being able to check your progress.

Visualising your workflow

Get a physical or electronic dashboard (f.e. www.trello.com, www.asana.com or www.shortcut.com). This will help you to see the status of your tasks at a glance.
In the columns, you will put the steps a task must go through to be considered completed. These can be very generic steps such as: TO DO, DOING and DONE. You can also add a "BLOCK" column for those tasks that cannot continue because they depend on other contingencies that are out of your hands (for example, if you are waiting for a budget and you cannot continue sending the prototype of your design to the client).
In the rows, you will put each of the tasks you have to complete (in the form of cards).
In addition, if you work in a team, the task board will allow you to know the status of each of the tasks assigned to each team member, without having to ask them continuously about the status of the task, you will be able to see how the teamwork is progressing in a very easy way.
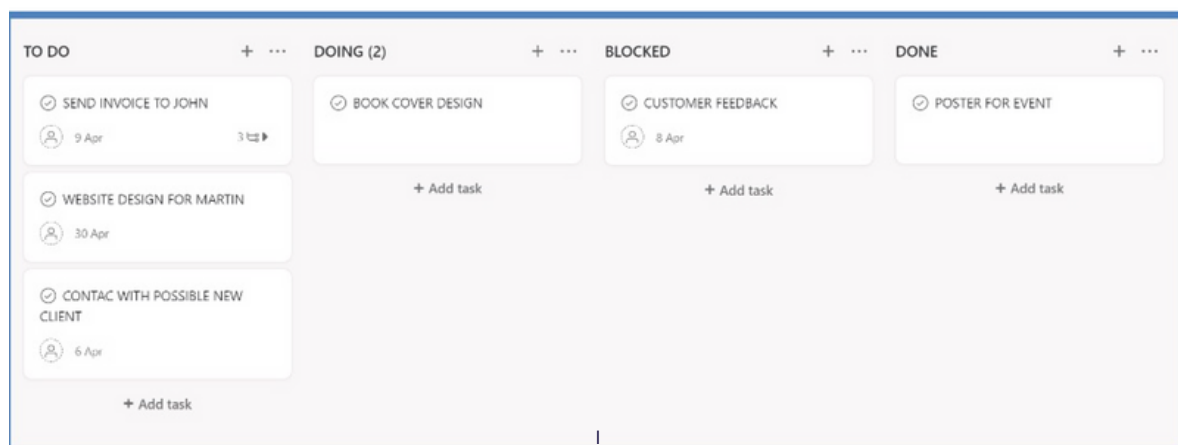

Image 1 - Screenshot of a dashboard in the tool Asana (www.asana.com)

1.DESCRIBE THE TASK

It is important that you, in a detailed way, describe the tasks to be done: who is responsible for the task, when the delivery date is foreseen, what priority it has and what steps or subtasks have to be carried out to consider the task finished. Planning the task from the beginning will allow you to work more efficiently. Also, before starting to perform tasks, order them in the "TO DO" column according to the priority you give to each one of them.
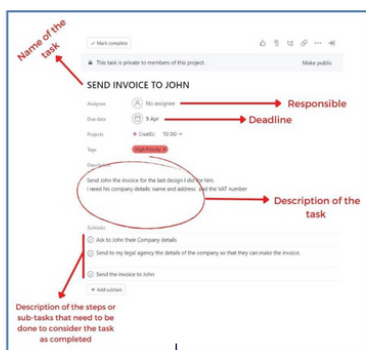

Image 1 - Screenshot of a dashboard in the tool Asana (www.asana.com)

2. STOP STARTING, START FINISHING

In the DOING column, in Image 1, there is a (2), which means that there cannot be more than two tasks in that work column, so if you want to start a new task, you will have to finish one of the tasks you have already started. This is called "work in progress limit" and helps you to "stop starting, start finishing" that is, it always prioritises a job that is in progress before starting a new one. This will allow you to finish tasks that you started a long time ago, and not accumulate pending work. You can set the limit yourself as you see fit.

LEARNING BOX

Some benefits of working with a task board:

- It helps you get organised and helps your team stay organised.
- It allows you to have clarity on the overall status of the work.
- Defining the description of each task and knowing what steps need to be taken to consider it completed will help to avoid questions from the team in the process, and therefore wasting time, as they will know what needs to be done.
- Helps you prioritise tasks.
- Thanks to the work in progress limit, delivery times are shorter, because you focus on "finishing" and not on "starting".
- Reduces delivery delays
- Easy to manage. It is very easy to use, update and take over by the team.
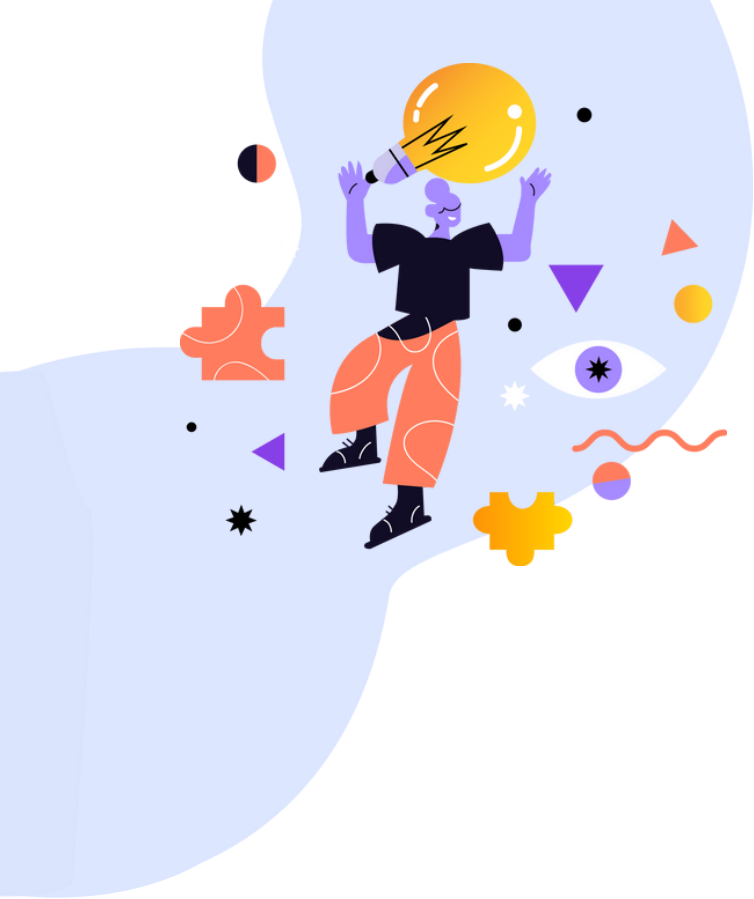
CHAPTER 3

FOCUS ON:
fundraising and scouting for opportunities for CCI professionals

Fundraising and scouting for opportunities

Across the centuries, creativity, culture and the arts have been primarily financed by two related investment mechanisms: patronage and commissions. According to a successful metaphor set by Alice Loy and Tom Aageson for the traditional fundraising of the creative sector, *"Europe was pulled from the Dark Ages in large part by the patronage of a wealthy family – the Medicis – perhaps the earliest creative economy investors on record. Unfortunately, innovations in the financing of creativity have not kept pace with the innovations themselves"*. The main norm of the previous years was that painters, visual artists, gamers, filmmakers, musicians, designers and other creatives remained stymied by the limited array of financing options, and this had a tremendous effect on their creative production and on the sustainability of their projects.

However, in the last decade, crowdfunding has brought an innovative form of financing to the table. Today, capital for creatives is far more likely to come via Kickstarter, Wefunder or Indiegogo, than from either government programs or philanthropists. For clear definition purposes, fundraising is the process of seeking and gathering voluntary financial contributions by engaging individuals, businesses, charitable foundations, or governmental agencies and funds.
ɲ general, cultural and creative capital and goods refer to the creation, production, distribution, and consumption of cultural products and services (Venkatesh and Meamber 2006). Cultural crowdfunding refers to the use of crowdfunding for the financing of production, distribution, and consumption of cultural expressions. The distinctive aspects of CCF are anchored in the unique nature of the projects seeking funding.

Such projects involve ideas and artistic expressions, which are often characterized as having higher experiential (Power 2002), symbolic (Throsby 2001), and aesthetic value (Hirsch 1972), as well as non-utilitarian nature (Lawrence and Phillips 2002). For some people, this ongoing and evolving change in the way cultural and creative products are getting funded is a sort of democratisation of finance. And thus, it contributes to the democratisation of creative expression in markets, making it possible for new start-ups in the creative industries to rise from crowd-sourced initiatives. For others, this system could not and should not replace governmental funding for culture and cultural professionals, and in any case, it should not be utilised as a pretext for the limited budget offered to the Cultural and Creative Industries.

Goals when crowdfunding

Whether this is your first time fundraising, or you are an experienced player in the field, establishing clear fundraising goals will lead you on the path to success. Having a defined set of smart goals makes it easier to design your campaign. Once you decide what you want your supporters to do, your calls to action become obvious.

1. Raise a specific amount of money
This is usually the primary goal for both a non-profit organisation and individuals when fundraising. Make sure this goal is realistic and specific to your fundraiser.
If you created a fundraiser to raise money for an open-space artistic installation, break down the projected costs to determine the set amount you need. On the other hand, if you are fundraising for your non-profit, use past fundraisers to estimate a practical amount that you wish to raise.

3. Increase awareness
A common fundraising goal is to nurture and expand awareness for the cause, project, or brand that you are raising money for. Increasing awareness will multiply the number of people that will help and engage with your new fundraiser. Not everyone will become a set donor, but you can encourage people to spread the word instead. If you want to get new people talking about your organization or your creative project then find creative ways to help spread the word.

5. Cultivate repeat givers
This goal may be more important than you think. After you have established a wealth of supporters, you may want to consider strategizing ways to encourage them to give again. Securing repeat donors means a significant uptake in your donation amount over time.

2. Recruit new supporters
Another main intent for fundraisers is to secure and get new donors. Be sure you share your fundraising goal on social media. This may seem obvious, but it is important to keep in mind during planning. Plan out how your fundraising goal will be communicated with any different organization and potential donors on social media. You want to find a way to connect people to your fundraiser in a way that feels personal to them.

4. Develop community connections
A less obvious objective is to strengthen existing community ties or to start cultivating them. It is strategic to develop set connections and goals between your fundraiser and your community. Find a way for people to get invested in your cause. Make them feel like they are a part of your goals and in turn, you will have a dedicated following of supporters.

6. Grow your email list
This objective may be more relevant for nonprofits or companies fundraising to enhance their corporate giving initiatives than for individuals. You can set your fundraiser goal as a chance to expand your email list. These emails can be used later to re-engage your supporters.

Steps when creating a crowdfunding campaign

CLEARLY DEFINE YOUR PROJECT/GOALS **1**

CHOOSE A PLATFORM **2**

BUILD A COMMUNITY **4**

PLAN YOUR CAMPAIGN **3**

5 PROMOTE YOUR CAMPAIGN

6 FULFILL AND UPDATE YOUR COMMUNITY

CC-BY-NC-SA
www.crowdcreator.eu/
crowdfunding-infographics

LEARNING BOX

Online platform map

Apart from good practices and general tips, you can also find a very useful online platform map that lists CCS crowdfunding campaigns around Europe.

Here is the link to the project website:

https://www.crowdfunding4culture.eu/map-as-table
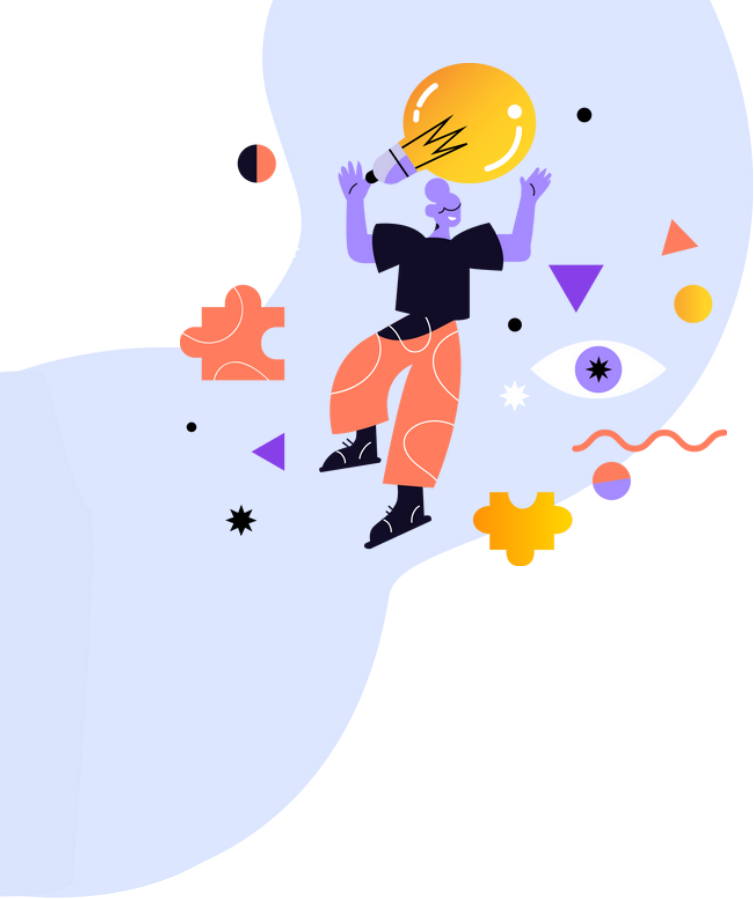
The site is designed for the purposes of the study "Crowdfunding: Reshaping the crowd's engagement in culture" (2017) by the European Commission.

Website visitors can filter these platforms based on the following criteria:

- country
- crowdfunding model: donation, reward, lending, equity, mixed
- sector focus: general (including CCS), only CCS, specific CCS subsectors
- language

CHAPTER 4

FOCUS ON:
marketing and storytelling
for CCI professionals

Marketing and storytelling

Storytelling is one of the most important tools that one can use in both artistic and business environments to connect with the audience, to convey an idea, a message or an emotion that can help to put abstract concepts into understandable, real-life environments. Storytelling is one of the most ancients forms of human expression, and it has been used as a tool to achieve various purposes - from entertainment through politics to marketing, and business. Storytelling could be defined as the process of using facts and narrative to communicate something to one's audience. Stories can be factual or fictional, or a combination of the two, but their main goal is to explain a core message in the best possible way. In an artistic environment, the importance of storytelling is quite obvious, but its importance in business cannot be underestimated. Creating a narrative around a brand/product not only humanises it but also markets the business and fosters brand loyalty.

source: https://www.referralcandy.com/blog/ultimate-storytelling-guide-infographic

Stories are a universal language that everyone can understand. They stimulate imagination and passion and create a sense of community among listeners and tellers alike. Although everyone can tell a story, in a business environment, there are specialised professions that take over the storytelling duties - marketeers, content writers and PR professionals.

The main factors that make stories one of the most efficient ways of sharing, explaining and selling information

1. Stories solidify abstract concepts and simplify complex messages by embedding those concepts and ideas into tangible, real-life situations.

1. Stories bring people together. Sharing feelings (hope, despair, anger, love...) and recognisable concepts (the hero, the underdog, salvation, heartbreak...) give a diverse group of people a sense of commonality.

3. Stories inspire and motivate. By getting transparent and authentic, brands become down-to-earth which helps consumers connect with them. Tapping into people's emotions is how stories inspire and motivate an eventually - drive action.

Not all stories are worth telling, and the way they are told shows us immediately whether they are good or not.
Regardless of the story one wants to tell, there are three components that make up a good story: characters, conflict and resolution.

The Storytelling Process

In order to be able to start using storytelling skills in your marketing and business endeavours, you have to develop your storytelling skills. The best way to do that is through practice. Talent helps, motivation can also be a good trigger, but without a healthy amount of time spent on actually developing various approaches to your storytelling, chances are that your stories might drop unnoticed. Your first story might not be an explosion of creativity and will most likely end up in the gutter, but every misstep is a necessary step in acquiring the skillset that will help you realise your goals as an entrepreneur. Even though the journey from an idea to the realisation of it is a long one - no route is longer in the world than the one from the mind to the hand -, the process itself can be triggered artificially when there is a frightening lack of inspiration (a good practical tool for triggering the writing process is writing prompts). It is also very important to set up a creative process, where you know where to start and what you want to achieve, how to develop your vision and how to learn from your mistakes to perfect your practice.
But why is this process so important in business storytelling? An organisation or a brand has a myriad of facts, figures and messages to get across, so you have to know where to begin

Write your story

There are various ways of storytelling: from the written word, in-person, and recorded audio to video and digital stories. We recommend that you begin with a written story that later can be adapted for various other media purposes if necessary.

Your task is to devise the story of your company/organisation/brand. The story might or might not be long, it is up to you, but you should try to bear in mind the five characteristics that make a good story. To achieve a satisfying result with this task, there are a few tips and tricks that will help you along the way.
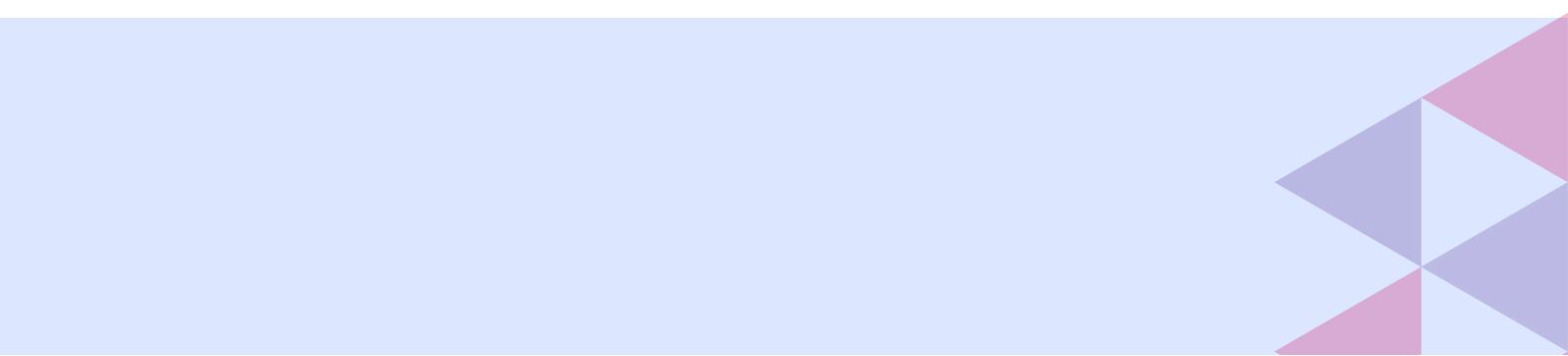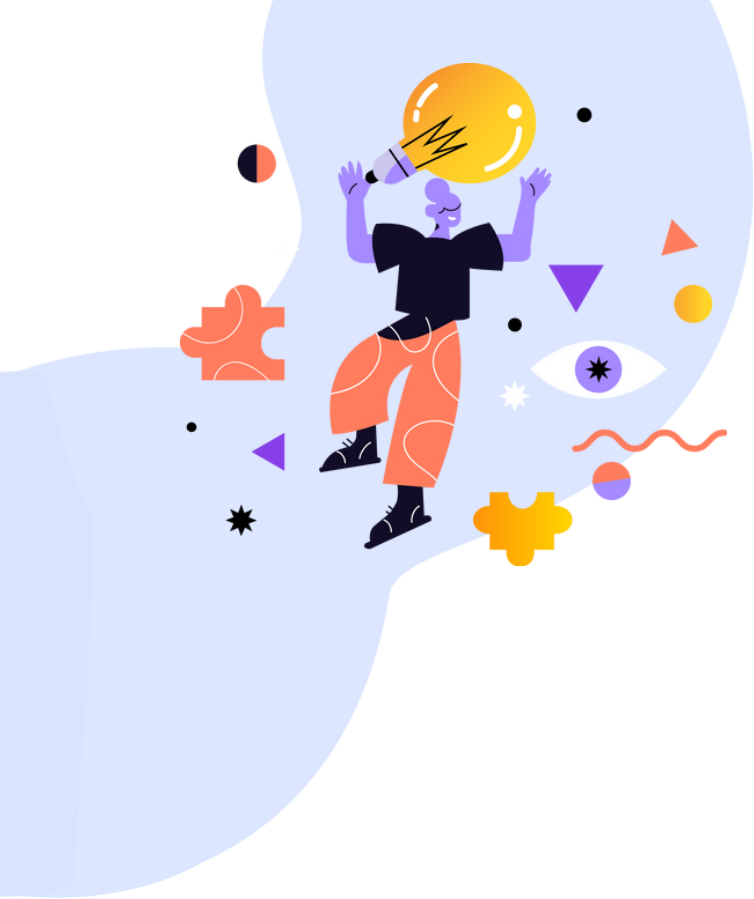
To tell a story

"The Scarecrow" was an integrated campaign that included an animated short, a mobile game, and a song. The campaign depicts a scarecrow's (representing Chipotle) efforts to combat the fictional evil industrial farming corporation, Crow Foods, by bringing sustainable food to the masses.
The video garnered over 6 million views and the overall campaign generated over 614 million PR impressions.

LEARNING BOX

- Do research on your target market/audience and define your buyer/user persona.
- Search for your core message and try to summarise in maximum ten words
- Avoid excessive, exaggerated detail or changes in the subject so your audience can stay focused on what you want to achieve. If your objective is to;
  - incite action, your story should describe how a successful action was completed in the past and explain how readers might be able to implement the same kind of change.
  - tell people about yourself, tell a story that features genuine, humanising struggles, failures, and wins.
  - convey values, tell a story that taps into familiar emotions, characters, and situations so that readers can understand how the story applies to their own life.
  - foster community/collaboration, tell a story that moves readers to discuss and share your story with others. Use a situation or experience that others can relate to and say, "Me, too!" Keep situations and characters neutral to attract the widest variety of readers.
  - share knowledge or educate, tell a story that features a trial-and-error experience, so that readers can learn about a problem and how a solution was discovered and applied.
- The written story can serve as a base for a script for a video or a game, or an outline of a spoken story, etc.

CHAPTER 5

FOCUS ON:
## Networking skills for
CCI professionals

Networking skills for CCI professionals

Networking is a way of exchanging information and different ideas among people from a specific group like the same work profession. It is making yourself known to each other so that it can lead to greater opportunities career-wise. It is usually done in an informal setting. It is an important tool to widen circles, meet new acquittances and notice new job opportunities arising. It can bring lots of advantages. Companies see it as a way of creating new business opportunities for the future.

Networking skills are especially important for Creative and Cultural Industries professionals as it allows them to reach goals more effectively by sharing ideas, recommendations and advice. You can learn from someone's experience and get different points of view rather than just existing in your own bubble. It is hugely advisable for freelancers for whom networking is the main part of the work plan. Places where you can network are usually conferences, trade shows or workshops where you can meet people from the same field, get to know them and use these contacts for future opportunities. The local Chamber of commerce is an example of a place where you can promote your business, meet people from similar sectors as yours and get listed in their directory.
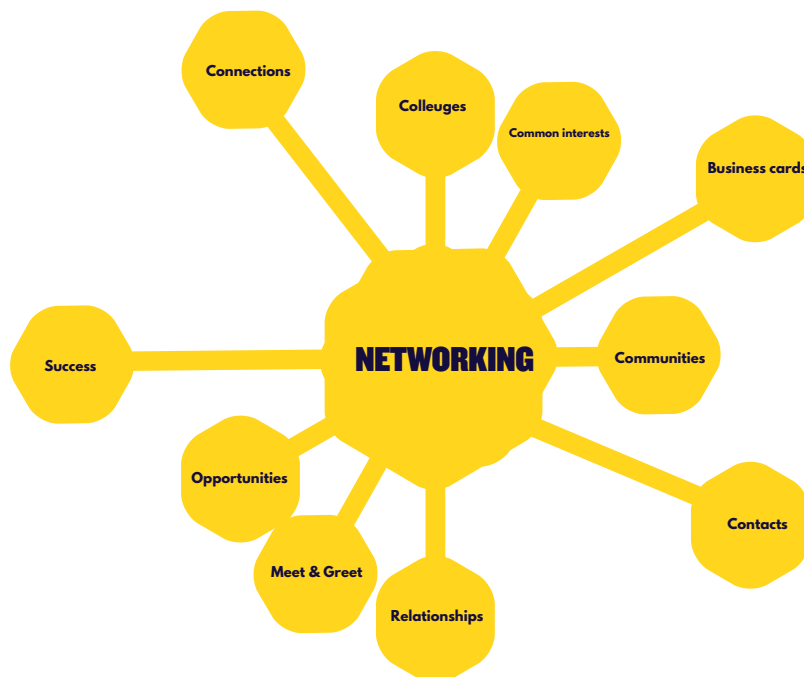
LinkedIn

You can start networking in person or online. It is important to build relationships with colleagues, friends, fellow students or professors. LinkedIn is a platform where you can easily connect with people from the same area of study. It is a "social networking site for professionals". You can get recommendations based on your profile statistics. Connecting with specific groups can get you connections you may need for work opportunities
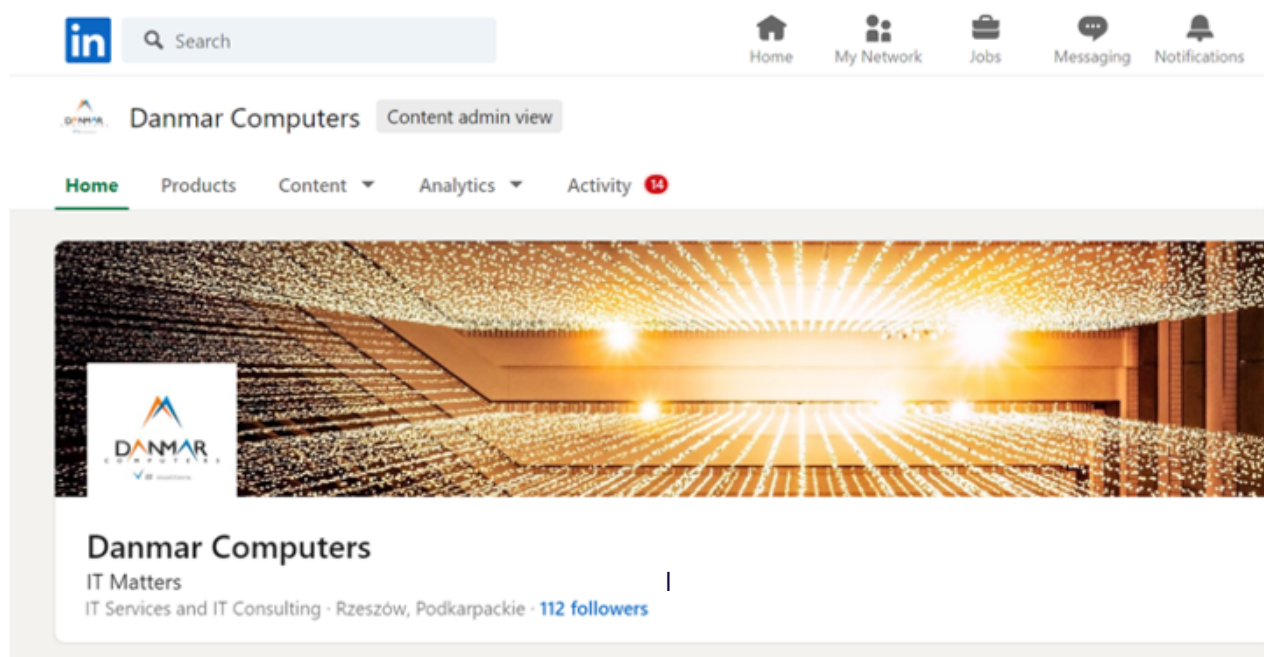
How to set up your LinkedIn profile

1. **Profile picture**- prepare your professional picture, it should be recent, avoid selfies or funny memes, wear something you will normally wear for work and try to smile with your eyes.
2. **Add a background photo**- it grabs people's attention and makes you more memorable.
3. **Add an interesting headline**- it does not have to be just a job title. For example, add something about why you like what you do.
4. **Interesting BIO**- try to present yourself interestingly and concisely. Present it more like a story not just as a CV, explaining why the skills you have matter and what difference they can make.
5. **Be Creative**- avoid commonly used words like analytical, organised, driven, organizational, etc. It is important to remember that your whole profile should say it, not only words. Instead, stand out from the crowd by being creative and convincing others you have these qualities.
6. **Sync your profile with your email address book**- it will create first connections and enable LinkedIn to suggest new contacts.
7. **List your skills**- mention the most relevant.

8. Use your personality – write things about yourself that will not only show your CV but maybe something extra that will show your character.

9. Personalize your URL- in that way potential employers will notice and remember you better.

10. Filter your LinkedIn search results- connect with even more specific people by choosing the same job position or field as you or the city where you live.

11. Use "People you may know section"- to find even more connections easily. That may be people you already know or people in similar job positions or industries.

12. LinkedIn events- go to My network and choose the "Online events for you" section- you may connect to people who attend the same events as you.

13. LinkedIn groups- connect with people whom you have something in common with. You can type in words connected with your industry and you will get suggestions of groups you can join.

Online networking-building activities

BASIC	Webinars	Office hurs	Round table sessions
ADVANCED	Personal introduction	Mentorship program	Think tanks
PRO	Demodays/ Showcases	Match making	AMA Sessions

Source: https://nitzan-gal.medium.com/9-online-network-building-activities-that-work-7595e263a389

LEARNING BOX

"Your profile is not a resume or CV. Write as if you are having a conversation with someone. Inject your personality. Let people know your values and passions. In your summary, discuss what you do outside of work. You want people to want to know you."
— *William Arruda*

CHAPTER 6

FOCUS ON:
Cross-fertilisation and
creative interventions

Cross-fertilisation and creative interventions

Cross fertilisation is a synergic process of contamination among ideas, projects, services and products from one settled context to another, leading to a more effective success rate of themselves.

Specifically, cross-fertilisation between "the arts" (CCIs sectors) and "the businesses" (traditional industrial sectors) allows both to generate value and become more competitive and solid by crossing established organisational, operational and managerial patterns.
This cross-industry collaboration facilitates **the transfer of knowledge, competencies and solutions:** the CCI professionals can create value for companies, employers, managers and their employees, while the companies and their staff can inspire, generate and promote innovative management processes as well as entrepreneurial mindset and competences among artists, cultural and creative professionals.

One of the most effective processes boosting cross-fertilisation and innovation within CCIs and "traditional" industrial-economic sectors and vice versa is represented by the creative interventions, also known as arts-based initiatives, which "bring people, processes and products from the world of arts into the workplace" (Berthoin Antal 2009).
Artistic or creative interventions can last a few hours, days, months and sometimes, in the most exemplary cases, even years. They can involve all forms of art and creativity ranging from theatre to visual art and music aiming at mediating the dominant economic logic, typical of the business world, with an artistic-practical logic, marked by the desire to produce the passion for art and to contribute to a greater good, nourishing creativity and people's innovation.

Companies may simply sponsor or commission arts events and creative artworks or may employ creatives and artists:
- to (re-) design the corporate image, buildings, products, events, or even organisational processes.
- as management consultants to support managers in solving problems, visualising concepts, ideas, objects and processes through images or products, coping with a team or organisational problems and supporting discussions with the benefits of "fresh" and unconditioned perspectives.
- to inspire or support managers and employees in the idea or product/service generation through engagement in the process of artistic creation or the resulting artworks.

Companies

- New inspiration for artistic creation;
- Testing of new materials;
- Contamination with different know-how and expertise;
- Possibility of interaction with new spatial contexts;
- Dialogue -interaction with different professional figures;
- Enhancement of artistic work;
- Acquisition of new skills;
- Understanding different social and interpersonal dynamics;
- Overturning one's point of view;
- Construction of choral message;
- Enhancement of company duties;
- Coherence between artistic thought and organisational reality;
- Acquisition of a new language;
- Strengthening of artistic identity.

- New ideas for the development of the brand, of corporate image;
- Dissemination of the corporate know-how through new channels and methods;
- Dissemination of corporate values through art and teambuilding;
- Transfer of experience, corporate legacy;
- Dissemination of new values within the company;
- Development of latent ideas within the company, strengthening the corporate image, both inside and outside the organisation.
- Inspiration for management, strengthening internal cohesion;
- A greater understanding of the interpersonal dynamics existing in the business context;
- Acquisition of a new sight of the organisation, value creation
- Innovative thinking

Artists

Benefits of creative interventions for both parties

The PDCA-model

In this section, we are going to present a very useful tool for project planning, problem-solving and management to carry out changes as well as to improve processes and products continuously.
It is the 4-step PDCA model, Plan-Do-Check-Act that can be used to develop a new or improved project. The PDCA model could be used to design a process, product or service or define and improve a repetitive process by implementing any change at any stage. It could also be used to plan data collection and analysis to verify and prioritise problems or root causes.

These steps can, and should, be repeated cyclically to improve the results obtained as the more you repeat the cycle, the closer you will get to identifying the best solution or the best way to reach your goal.

EXAMPLE

Imagine that you have just started your own Blog. You love writing, but you are not sure what would drive the most traffic to your blog.

PLAN	Since Google needs time to rank content correctly, you will develop a 1-year plan. The first 6 months, you will write about 5 different Topics that you like the most. After those 6 months, you will decide what 3 Topics you will write about in the upcoming 6 months by choosing the 3 most popular Topics. Finally, after 1 year, you will choose your final main Blog Topic.
DO	Every week, you will write 2 good Blog Posts. In the first 6 months, you will have written 10 Posts on each Topic.
CHECK	After 6 months, you analyse which Topics were most popular and what Post Structure was most successful (length, appearance). Google offers an infinity of tools and metrics for this.Were your assumptions and predictions correct?
ACT	After 6 months, you decide what Topics to focus on and what Structure you will follow for the next 6 months.

Result: After an exhausting year, you finally have found your niche and your results do not stop growing.

Before starting using the PDCA tool, reflect upon what follows:

1. What are we trying to accomplish? (By answering this question, you will develop your goal for improvement).

2. How will we know that a change is an improvement? (By answering this question, you will develop measures to track the achievement of your goal).

3. What changes can we make that can lead to an improvement? – list 3 ideas for change (By answering this question you will develop the ideas you would like to test to achieve your goal).

Below, there is an example of a template you may use for each PDSA cycle you undertake.

IDEA
Describe the idea you are testing. What are we trying to accomplish

PLAN
Predictions & data to be collected. What will you try to do? – When? Who will be involved? – What do you predict will happen? – How will you evaluate how it went? – What data will you collect? - Who will collect the evaluation data? – What do you need to do to get ready?

DO
Perform and document any unexpected events or problems. Was the plan executed? - What actually happened?

CHECK
Monitor, record, analyse and reflect on the results. What did you learn? – How did the results compare to your predictions?

ACT
Improve - What will you take forward from this cycle? (next step / next PDSA cycle) How will you adapt, accept or abandon?

LEARNING BOX

Keep in mind what follows to use this model successfully.

As a preliminary step, ask yourself: *What about this system/process/product/service makes you believe you or the team can improve it? - How well is it currently working? What is the current condition?*

Then, for each step ask yourself:

- PLAN: *What problem are you looking to solve? - What does "Solved" look like? How will you know it is solved?*
- DO: *Testing and creating small experiments of this innovation? - Are they safe to fail? - If successful, how will you amplify the success and share the results? - If failure, how will you muffle what did not work and share the results?*
- CHECK: *What are you monitoring? - What made you choose these indicators to monitor over others?*
- ACT: *What changes have you made to your original plan? - How can you standardise "what worked" and reduce what did not work? - Is there a need to continue this improvement/innovation?*

Resources

Project planning, team organisation, etc.

Video describing:
Common myths about entrepreneurship

GO TO RESOURCE

Guide setting out the basics of:
Strategic planning process to turn from planning
to implementation.

GO TO RESOURCE

Article on:
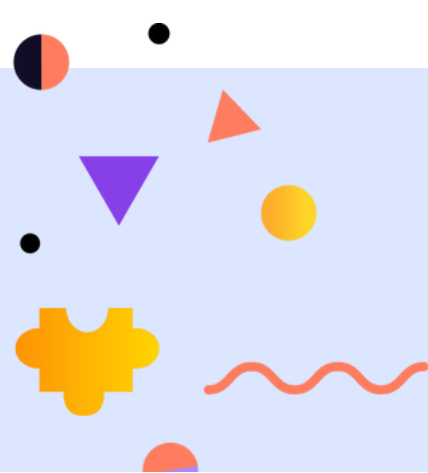Why you should plan your projects in advance

GO TO RESOURCE

Article on:
6 skills all entrepreneurs need

GO TO RESOURCE

Article on:
10 Dynamic Strategies for Managing a Project Team

GO TO RESOURCE

Resources

CREAT EU
CREATIVE ENTREPRENEURS
UPSKILLING

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Implementation; operativity, management, promotion etc.

Guide:
How to create a business plan for creatives

GO TO RESOURCE

Video:
How Lizzy Bean Built a World-Famous Business
Teaching People How to Cross-Stitch

GO TO RESOURCE

Article on:
3 Types of Skills Each Manager Will Need

GO TO RESOURCE

Video courses:
Project Management, Digitalization and Sustainability
 chapter of the MOOC Managing the Arts by Goethe Institute.
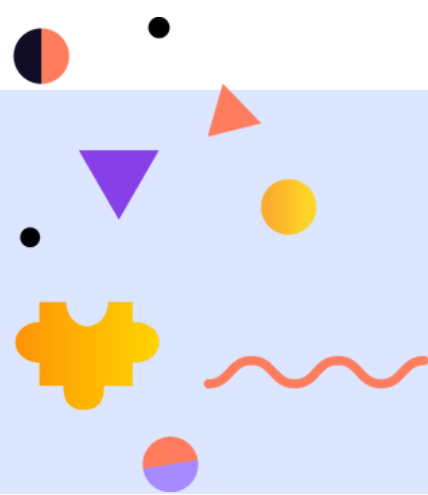
GO TO RESOURCE

Tutorial:
How to set up a Kanban board | Managing the Workflow

GO TO RESOURCE

Video:
11 Habits of Highly Effective Managers

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Resources

Fundraising and scouting for opportunities

Website:
Link to 10 different crowdfunding platforms

GO TO RESOURCE

Article on:
The 14 Best Ways To Raise Money For Your
Startup Or Small Business

GO TO RESOURCE

Video:
What does a good fundraising plan look like
and how does it work?

GO TO RESOURCE

Video:
Some of the major challenges associated
with crowdfunding and how to overcome them

GO TO RESOURCE

Video:
Fundraising and Scouting Opportunities.
Business Ideas vs Opportunities

GO TO RESOURCE

Website:
Where to get capital and support for product development.
Top 17 Startup Accelerators In Europe You Should Know [2022]

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Resources

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Marketing and storytelling

Article:
How to use storytelling in business to build captivated audience.

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Website:
social media manual approaches useful hints and tips to explore how arts and culture organisations throughout the EU can expand their online brand.

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Video:
Easy Way to Market Yourself and Why You Should Do It - Tell Your Story Part 1. Advice from the founder of the Futur on the importance of telling stories.

GO TO RESOURCE

Video:
Digital Marketing Course in 7 hours

GO TO RESOURCE

Video:
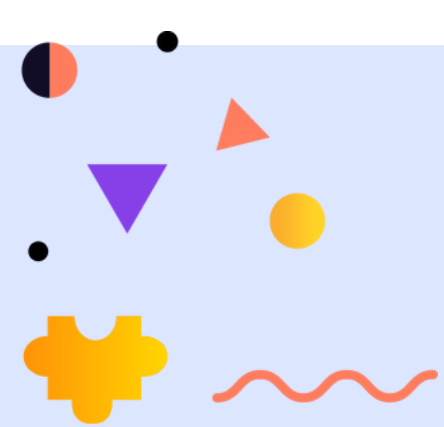How to use Storytelling in Your Marketing Strategy

GO TO RESOURCE

Video:
How Can you Use Digital Storytelling in your Business Strategy?

GO TO RESOURCE

Resources

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Networking skill

Article:
8 tips for building your network

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Platform:
Link to network for professionals within
the cultural and creative sector

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Video:
Explore the tips and tricks, do's and don'ts, best practices,
and creative insights to the art of networking.

GO TO RESOURCE

Video courses:
Natasha Ginwala on informal networks and kultural colaboration

GO TO RESOURCE

Video:
How to network like a pro (Business Networking)

GO TO RESOURCE

Video:
An Introvert's Guide to Networking

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Resources

Cross fertilisation and creative interventions

Article:
10 creative interventions by next-generation designers.

GO TO RESOURCE

Article:
Cross-pollination: How and Why It Works

GO TO RESOURCE

Video:
Break-in the Desk - Introduction to artistic intervention

GO TO RESOURCE

Article:
A tale of two cultures, must Britain choose
between science and the arts?

GO TO RESOURCE

Article:
3 ways cross-fertilisation leads to innovation

GO TO RESOURCE

Article:
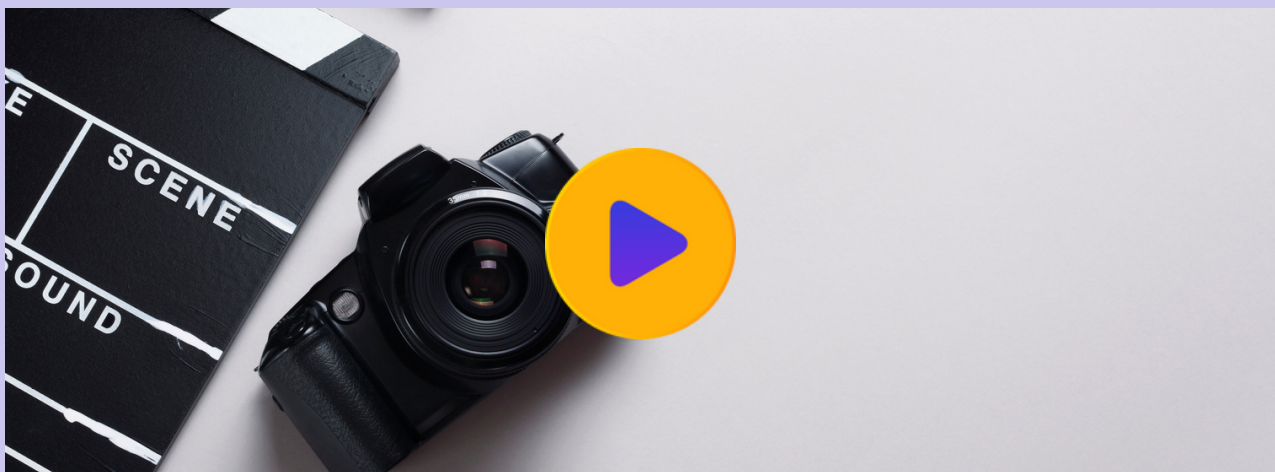5 Ways To Innovate By Cross-Pollinating Ideas

GO TO RESOURCE

Testimonials

Sweden

Italy

Testimonials

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Greece

Spain

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Serbia

Poland